

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

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DIA's Global PRESENCE

- Interviews with AFRICOM, CENTCOM, EUCOM and SOCOM
- Greening, Sustainability and the IC
- Military Interns Get Hands-On Intelligence Community Experience
- Sites of DIA
- Welcome to the Goat Locker





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Welcome to the GOAT LOCKER

By Margan C. Kerwin, CP



The Goat Locker is so much more than just Navy jargon for the area of the ship reserved for chief petty officers — it is a way of life.

At the end of a long, empty hangar, about 20 Navy chiefs are gathered for a safety briefing. One of the exercise coordinators speaks in a soft, even-tempered voice.

“Heat exhaustion probably will not be a factor as the selectees will be soaking wet.”

The wind outside is howling through the cracks of the World War II building, and it's about 50 degrees on Royal Air Force (RAF) Molesworth, England. Six first class petty officer selectees, five men and one woman in yellow shirts wearing CamelBaks, jog into the hangar. One of the gathered chiefs barks a quick order, and the six selectees turn around and jog back out single-file into the wind.

These six petty officers have risen through the ranks and have been chosen as worthy of being U.S. Navy chief petty officers. They are about

to undergo a rite of passage for all Navy chiefs: the Chief Petty Officer Induction.

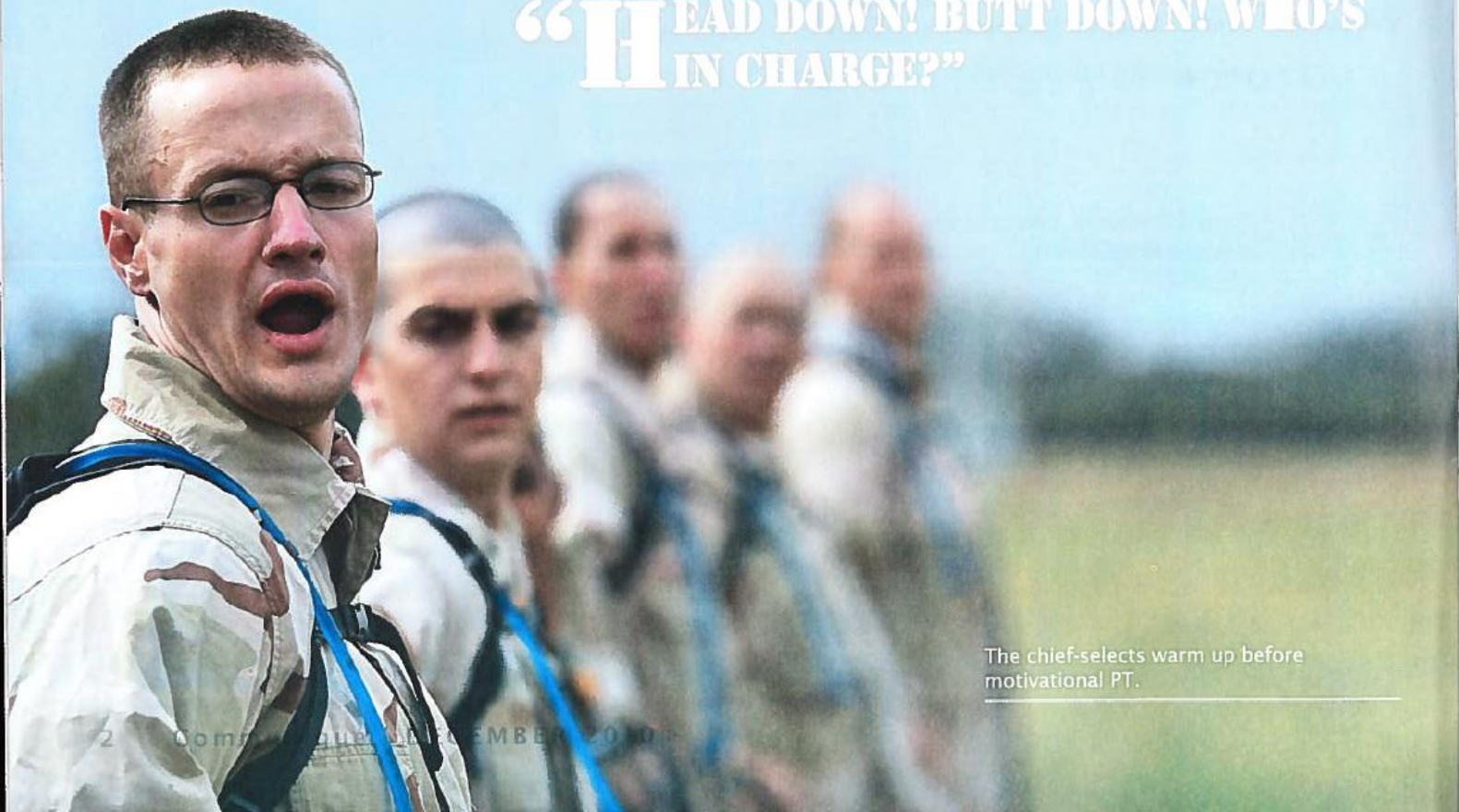
Even before the induction, the process of becoming a member of the Chief's Mess, the name for the uniformed body of chief petty officers that includes chiefs, senior chiefs and master chiefs at a command, is not an easy one. Once a petty officer has spent three years in rank as a petty officer first class, he or she is eligible to petition to become a chief petty officer. Becoming a chief is not as simple as time in rank, though. The petty officer must take an exam to test their level of knowledge for their specific rating. If they pass with a score above the required multiple, their record is then sent to the Chief Petty Officer Selection Board. This board is composed of master chief

petty officers and each board receives hundreds of records for consideration. On average across the Navy, only 18 percent of those eligible are selected for advancement.

As a Navy chief, the number of people they lead and their responsibilities increase. The uniform also changes from the traditional “cracker jack” uniforms to the wearing of chief's “anchors,” which represents the unity, service and navigation of the Chief's Mess toward the improvement of the Navy as a whole.

Once you reach the rank of chief, you are considered responsible for all Navy personnel no matter where you are. If you're on a different base and a sailor is in trouble or looking for guidance, that sailor can look to the chief for advice, even if they are not in the same chain of command.

“HEAD DOWN! BUTT DOWN! WHO'S IN CHARGE?”



The chief-selects warm up before motivational PT.



A chief petty officer motivates the chief-selects to work as a team to complete physical and mental challenges.

The man overseeing today's chief petty officer induction is MCPO John Frakes, the senior enlisted leader for the JIOCEUR Analysis Center at RAF Molesworth.

"Once [the selectees] come into the Chief's Mess, we want them to start thinking horizontally about the Navy," Frakes explained. Traditionally, service members think of their service or command vertically, only using their direct chain of command. The chief-selects must learn that they are able to reach out anywhere in the world and find a chief who will know or be able to find out the answer.

In preparation to become a Navy chief, the selectees have been studying Navy history and traditions. About 24 hours before their official pinning ceremony, the final night of induction begins. This process includes many activities steeped in Navy tradition and silence, and on this afternoon's agenda is motivational PT.

Motivational PT is a series of physical and mental challenges that are meant to simulate real-world scenarios. The chief-selects are required to work as a team to physically and mentally overcome problems that are presented to them. The challenge and instructions

are given only once, and then the chief-selects have a limited time to complete the task.

The ratings (or jobs) in this group of chief-selects varies from linguist, information technology and crypto, and they range in age from mid-20s

to late-30s. And after warming up the attitude of the selectees also varies: one is obviously irritated, a few are enjoying themselves, and the others are just along for the ride.

The first challenge today involves the selectees linking arms and doing a slow crawl across a long field. They hit the ground together and start the slow, agonizing process of crawling on their stomachs to the other end of the field. The chiefs who are conducting the induction close in tightly around the selectees, shouting and creating confusion. The selectees are having a hard time getting a plan together amidst the torrent of voices, and their progress is painfully slow and disjointed.

"This group didn't know each other very well before this process began, so it simulates how it would be in the real world," said Frakes.

These selectees crawling arm-in-arm on their stomachs through an abandoned field in the middle of England seem to be having difficulties establishing a team lead and a course of action.

"At the E6 level, we're all Type-A personalities and used to being in charge," explains one of the chiefs attending the motivational PT. "You



A chief-select digs deep to complete one of the course's physical challenges.

Photos by SSgt. Javier Cruz, EUCCOM



A Navy chief monitors the progress of the selectees.

have to know when to lead and know when to follow."

One man from the middle shouts words of encouragement to his fellow selectees, which is met with immediate calls of praise from the chiefs hovering over the line of bodies in the middle of the grassy field. It seems to click with the team of selectees that someone needs to take charge of the activity, and the man in the middle shouts "Heave!" and the line starts to move as one unit. You can feel the excitement in the chiefs hanging over the selectees when they start to work together.

With 15 chiefs standing over them, the six selectees slowly make their way down the field. The chiefs get quiet and smiles of satisfaction spread in the crowd, and they let the selectees work together as a team to get the group to the opposite end of the field. But as soon as the team starts to slip up and fall apart, however, the shouts from above rain down again.

The team eventually makes it to the other end of the field, and they begin

helping each other reassemble themselves. Helmets are in disarray, dirt is stuck in flak jackets and one of the selectees seems to have broken his CamelBak, a backpack-style hydration system. During the crawl down the field, a small orange valve has fallen off, which means that selectee will not have water for the rest of the day's activities.

The selectees continue helping each other while five of the chiefs break from the group, form a line and systematically search the 100-foot field for the tiny valve, about the size of a nickel. They scour the grassy field and actually find the valve, give it back to the selectee, and rejoin the group.

This small diversion from the day's activities illustrates how the chief-selects operate as individuals and how the chiefs operate as one team in the real world.

The chiefs that found the mouthpiece did not know each other well, but instantly came together, developed a quick plan to fix the problem and literally found a needle in a haystack.

The selectees start their second trip down the field, crawling on their stomachs with their arms linked. This time, however, they've developed a plan and now shout the Navy core values as they steadily crawl down the field, "Honor! Courage! Commitment!"

This motivational PT is just one of the day's activities. The selectees will also run a confidence course, eat dinner with the chiefs, do a few other problem-solving obstacle courses, and spend time with their chief sponsors.

All of the activities culminate in the following day's pinning ceremony. After spending the night in a hangar, the selectees are given time to wash off the dirt and sweat and put on their khakis and anchors for the first time. Combination covers replace their Dixie cup hats, and family, friends and colleagues gather to watch the new chiefs pin on their new rank.

This year six new chiefs have endured the Chief Petty Officer Induction on RAF Molesworth. The new chiefs are CPO Brandon Granger, RAF Menwith Hill, U.K.; CPO Chrystal Littleton, RAF Molesworth, U.K.; CPO John Steel, RAF Molesworth, U.K.; CPO Rex Thomas, RAF Molesworth, U.K.; CPO David Toledano, RAF Digby, U.K.; and CPO Seth Watkins, Portsmouth, U.K. ➔



Teamwork and unity are the focus of motivational PT.

Photos by SSgt. Javier Cruz, EUCOM



CAMPUS BEAT

NDIC Introduces New S&T School

By Dr. Duncan E. McGill, MC

The National Defense Intelligence College is expanding its curriculum with the opening of the School of Science and Technology for the 2011–2012 academic year.

The National Defense Intelligence College (NDIC) hosted its first convocation to open the new academic year Nov. 1. Highlights of the ceremony were the creation of the new School of Science and Technology (S&T) Intelligence and the honoring of Dr. Tony Oettinger with an honorary doctorate from the college and the Defense Intelligence Director's Award from DIA Director LTG Ronald Burgess Jr. Oettinger's wife, Marilyn, was also recognized with an NDIC certificate for her outstanding contributions during her husband's career. Dr. Larry Gershwin, the national intelligence officer for S&T and the chairman of the Intelligence Community (IC) S&T Leadership Council, delivered the keynote address.

During the convocation NDIC President Dr. David Ellison challenged the student body to conduct relevant research needed by the IC today, and he directed the provost to prepare the new school to begin teaching students next fall. Dr. Susan Studds, NDIC provost, introduced Dr. Brian Shaw, the dean for the new school. She then chartered the school with its mission and vision for the future focusing on education supporting the goals of science and technology.

School of S&T Intelligence

Science and technology are the great enablers of change in the world. The ability to access tremendous bodies of knowledge, coupled with near-instant communication, has driven the rate of global development of S&T. Time between initial discovery and application has decreased, and anyone, from nation-states to individuals, has the potential ability to apply emerging S&T at the strategic and tactical levels. This dynamic environment creates a compelling need for the IC to have the technical depth, skills and tools to understand the potential for S&T to affect the United States' role in the world.

School of Science and Technology Intelligence

Mission: Support our national, defense and international partners with global knowledge of foreign science and technology capabilities and intentions.

Vision: A professional, fully integrated and seamless educational enterprise, providing the best science and technology intelligence, allowing the U.S. to maintain its competitive advantage and ensure technological overmatch against our current and future adversaries in support of the warfighter, intelligence officers and the nation.

With the establishment of the new school, NDIC continues to expand degree-program offerings as part of its continuing advancement toward university status. Students will have an opportunity to explore the application of S&T knowledge with respect to developments in foreign intelligence capabilities. The school will offer four concentrations within the S&T mission: weapons of mass destruction; information operations and cyber; emerging and disruptive technologies; and geostrategic resources and environment.

Applications for the new school's 2011–2012 academic year are being accepted. Students must first apply to the college, and once accepted, they can choose the science path of study. The first two concentrations, weapons of mass destruction and information operations and cyber, will be offered in the fall. Visit www.ndic.edu on NIPRNet and click the admissions

tab for information on the application process.

Dr. Anthony Oettinger

Oettinger is the Gordon McKay professor of applied mathematics and professor of information resources policy at Harvard University. He received his honorary degree and the Defense Intelligence Director's Award for outstanding service to the nation and college because of his long and distinguished career dating back to the early 1960s as an adviser to NASA and the Apollo program. Since then, his key positions included chair of the Intelligence Science Board and member of the Defense Science Board, Council of Foreign Relations, and International Advisory Council of the Toda Institute for Global Peace and Policy Research. Oettinger has also served in many other key positions and committees and received recognition from the director for his decisive leadership while chairing the NDIC Board of Visitors. ☉

OPPORTUNITIES for JOINT Professional Military Education

By Eric Hammersen, DIA Executive Representative to NDU and DIA Chair at the National War College

Did you know that DIA civilians can participate in the military's robust joint education programs? This is the first in a series of articles that will describe each school that DIA civilians can attend as part of their career development.

The Department of Defense has a comprehensive joint professional military education program. But did you know that DIA civilians have the opportunity to participate in many of these professional development schools as well? The chairman of the Joint Chiefs of Staff permits the services and the National Defense University to include civilian students in their intermediate- and senior-level programs, providing that those civilians have appropriate academic and professional backgrounds.

Intermediate-level education (ILE) institutions, commonly referred to as intermediate-level colleges and schools, include the Army Command and General Staff College at Fort Leavenworth, Kan.; the Air Command and Staff College at Maxwell Air Force Base, Ala.; the Joint Forces Staff College's Joint and Combined Warfighting School in Norfolk, Va.; the Marine Corps Command and Staff College at Quantico Marine Base, Va.; and the College of Naval Command and Staff in Newport, R.I. In addition to an introduction to their respective service, students are required to develop knowledge of the basic U.S. defense structure, roles and missions of other military services, the combatant command structure, and the nature of American military power and joint warfare. All of the ILE colleges are accredited educational institutions, offering core and elective courses that provide the opportunity for resident course participants to complete a master's degree. DIA sends civilians to all of these schools.

Senior-level education (SLE) provides the second tier of joint military education. SLE includes 10-month long courses offered at seven schools: the National War College, the Industrial College of the Armed Forces, the Joint Forces Staff College's Joint Advanced Warfighting School, the Army War College, the College of Naval Warfare, the Air War College and the Marine Corps War College. Although the service senior-level college missions are each unique, a fundamental objective of all of them is to prepare future leaders for high-level policy and command and staff responsibilities by educating them in the diplomatic, informational,

military and economic dimensions of the strategic security environment and the effect of those dimensions on strategy formulation, implementation and campaigning. SLE subject matter is inherently joint; education at this level focuses on the students in a joint, interagency, intergovernmental and multinational environment. DIA sends civilians to all seven of the senior-level schools as well.

Senior-level courses are designed to prepare future leaders of the armed forces, together with civilians from the Department of Defense (DOD), Department of State, other civilian agencies and senior foreign officers, for high-level policy, command and staff responsibilities. Like the intermediate-level schools, all of the colleges are accredited educational institutions, offering core and elective courses that allow resident students to complete a master's degree.

Faculty at senior-level colleges

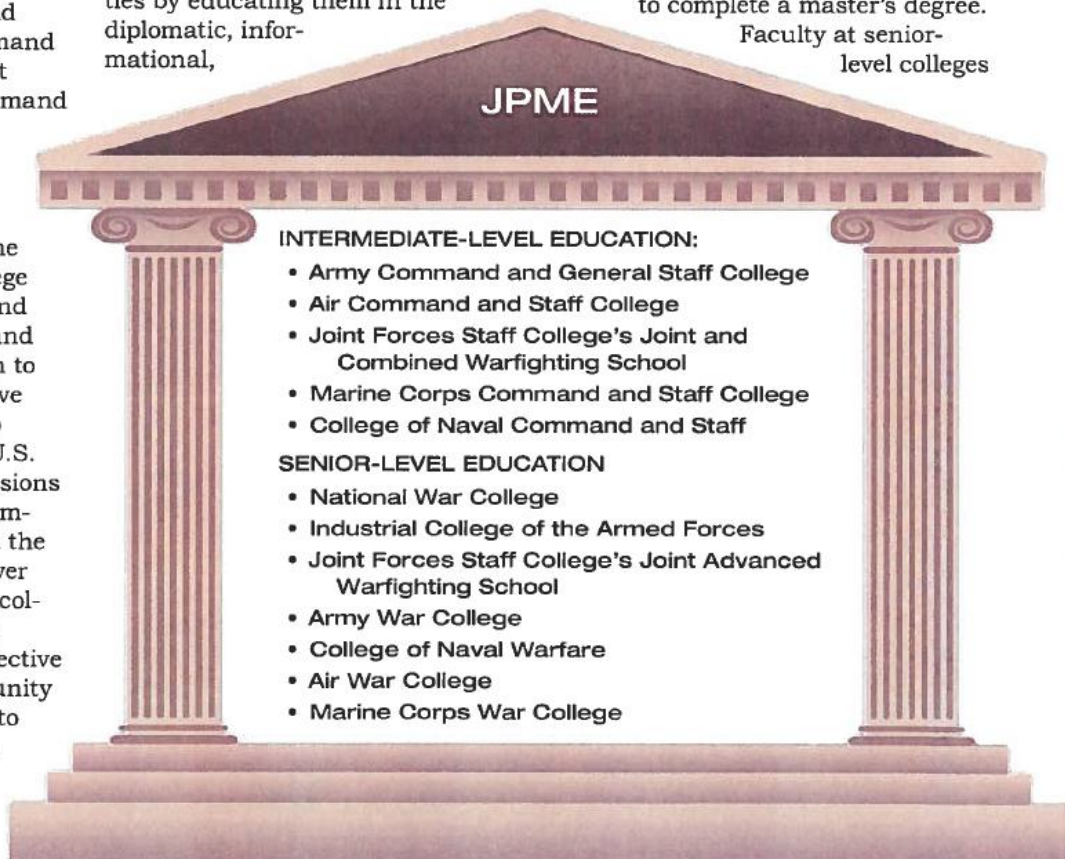


Photo courtesy of NDU



◀ The National War College is located on Fort McNair in Washington, D.C.

DIA students at the National War College stand with NWC Commandant Maj Gen Robert Steel in Roosevelt Hall. From left to right: Timothy Sheeran, Kecia Arnold, Lourdes Talbot, Steel, Angela Pierce and Hathaway McCullough.

includes not only active duty military officers, but also civilians with strong academic records and extensive professional experiences. DIA has provided a senior executive to serve on the faculty of the National War College for more than 20 years and has established faculty positions at the other senior-level colleges within the past year.

Each year the Directorate for Human Capital's Office of Learning and Career Development (HC/HCL) solicits applications from civilian employees (military members are selected by their services) for intermediate- and senior-level professional military education courses. Applications are reviewed by the Training and Education Committee, and finalists are interviewed to determine who will be selected. Resident courses normally begin in late summer and run for 10 months. DIA does not reassign individuals on permanent change of station orders, but rather sends them on long-term temporary duty. Upon completion of an intermediate-level course, DIA civilians return to their parent office. Upon completion of a senior-level course, DIA civilians apply to the Career Assignment Reintegration Board for a follow-on assignment that will best utilize what they have learned during their schooling.

DIA is working with the four service senior-level colleges to take advantage of blended learning programs, in addition to the resident courses. Participants in blended learning

programs take distance education courses from the senior-level college while at their normal duty station, and travel to the college for short in-resident programs. Application and selection will be the same as for the resident courses. Blended programs normally take two to three years to complete.

Why should a DIA civilian consider applying to attend one of the 10-month ILE or SLE programs? Since DIA is a DOD combat support agency and a significant proportion of our civilian work force is located at the combatant commands or on the Joint Staff, in-depth professional education about how the military works is extremely important for the agency's senior leaders. Completion of these programs does not guarantee that military officers will be promoted to the next higher rank, but it makes them far more competitive. The same is true for DIA civilians — completion of these courses does not guarantee promotion to the senior level, but graduates have earned specific qualifications that make them very competitive. In addition, the next generation of flag and general officers in the uniformed services will come from those officers who attend these courses. Someone on your class will probably end up as a combatant commander or the



Photo by Eric P. Hammersen, DIA

chief of their military service. Many of the foreign officers in your class will return to their home countries and rise to positions of great importance. State Department classmates will go on to become ambassadors. The contacts you make will be invaluable throughout your career. Finally, these programs offer a tremendous amount of information about operational, theater and national-level strategic topics, taught by top-notch professionals, which is simply not available anywhere else.

For more information about these joint military education opportunities, contact the author at (202) 685-4461. For current TEC announcements and application processes, visit <http://hc.dia.ic.gov/training/tec/> on JWICS or <http://hc.dia.smil.mil/training/tec> on SIPRNet. ▶

Bringing History to the FIGHT

By Roy L. McCullough, DA

DIA's History Office plays a vital role in shaping our future.

Iwould stress to the intelligence officer that ... their knowledge of history is absolutely essential if they are going to do anything in the intelligence business that is worthwhile." Lt Gen Eugene Tighe, director, DIA, 1977-1981

Today with U.S. forces engaged in military operations around the globe, the words of Tighe resonate with particular force. The complicated and interrelated set of military, political, economic, ethnic, religious and even demographic challenges we face in Iraq and Afghanistan, for example, are largely the result of specific historical circumstances and underlying historical dynamics unique to each country. Given the challenges we continue to face in both conflicts, educating ourselves about the complex history of these two countries, their cultures and their people becomes more than just an esoteric hobby or enjoyable pastime; it is an activity that is essential to mission success. The calculus is straightforward: Historical awareness and knowledge contributes to better analysis; better analysis supports better decision-making; better decision-making, both on the battlefield and inside the Beltway, produces better policies that can be pursued and implemented at a reduced cost in blood and treasure.

With this in mind, DIA's Historical Research Support Branch (DAN-1D), aka the History Office, has been exploring new ways to leverage history and the talents of our historians in support of some of this nation's most challenging analytical priorities. We have prepared a number of Defense Intelligence Digest articles and defense intelligence reports examining the Soviet war in Afghanistan, the legacy of the Iran-Iraq War, the British experience in Waziristan and the history of military coups in Iraq. Future articles will examine the

evolution of militant Islam in Pakistan, Afghanistan's historical experience with state formation/centralization, and the historical development of Pushtun nationalism and the concept of "Pushtunistan." These innovative products, part of our new Historical Perspectives series, have been well received by the full spectrum of DIA's customers, from senior policymakers in D.C. to soldiers serving on the battlefields of Iraq and Afghanistan.

We are also conducting several lesson-learned studies sponsored by the Intelligence Community Lessons Learned Center that examine issues such as methodological innovation and evolution in analytical approaches to counterinsurgency, the challenge of pursuing high-value targets, and a comparison of the intelligence-related challenges faced by the British, Soviets and Americans in Afghanistan. In one of our most popular initiatives, we have partnered with the Directorate for Analysis Research Directorate (DI/DI-RD) on a monthly speaker series that provides analysts with an opportunity to hear subject matter experts speak on issues directly relevant to current national security and intelligence challenges.



While developing new initiatives and experimenting with new ways to bring history to the current fight, we continue to fulfill our mission to develop and preserve the agency's institutional memory and to raise the historical awareness of DIA's work force. By preparing historical studies on aspects of the agency's history, conducting oral history interviews, designing historical exhibits, participating in tours and classroom instruction, and preparing a variety of popular and widely distributed products such as the DIA history calendar, we hope to instill in the work force an appreciation for DIA's history and for the important role the agency and its employees have played in this nation's history.

A partial list of History Office products can be found at http://www.intelink.ic.gov/wiki/Historical_Research_Program_Office_Published_Pieces.

If you have any comments and/or suggestions for historical products that can support your work, contact Roy McCullough at (202) 231-8937.

FOIA Protects National Security and the PUBLIC'S RIGHT to Information

By the FOIA Office, DA

Freaking out about FOIA? The Freedom of Information Act Office has the answers.

Do you panic when you receive a tasker from the Freedom of Information Act (FOIA) Office or get frustrated with a tasker that doesn't seem to have anything to do with your job? Do you think, "DIA can't release classified information, so I don't have to pay attention to it"? Or maybe, "I'm way behind on my own work, I shouldn't be wasting time on this tasker"? Well, the FOIA Office feels your pain. We want to explain why the FOIA tasker and the FOIA program are extremely important, and why we count on your help.

FOIA is a part of the president's Openness in Government directive, with which the FOIA Office and DIA must comply. On his first day in office he signed a memorandum directing agencies to fully comply with the FOIA statute. These are challenging times for all FOIA offices, but especially those dealing with classified information.

FOIA law, Title 5, Section 552 of the U.S. Code, mandates that all executive branch agencies, including DIA, must respond to requests from the public for government information. However, this does not mean the public will always receive everything they ask for. The FOIA law includes a section of "exemptions," which are clauses describing certain types of information that are exempt from being released. This includes classified information that could cause harm to national security and sensitive information, such as information about an individual, that could be an invasion of privacy. This is where you come in and why we need your help.

This probably sounds complicated and, quite frankly, sometimes it is, but we are here to help. The FOIA staff is very knowledgeable about exemptions and can explain how they work. We are trained professionals in managing hundreds of requests received each year and thousands of responses, however, we are not the subject matter experts. Employees of DIA — analysts, collectors, security staff, human resource personnel, contracting staff and all other employees in specialized areas — are the experts we depend on to review documents.

FOIA staff can explain how to respond to a tasker and holds regular meetings with directorate representatives to talk about the latest policies

The FOIA staff is passionate about the FOIA program and its mission. We believe strongly in the public's right to government information, as long as it will not cause harm. It is one of the privileges of living in a democracy.

The next time you are frustrated by a FOIA tasker, call us at (301) 394-5587, or stop by our office in the Defense Logistics Operation Center in Landover, Md. We are always open to suggestions, and will do everything possible to try to make the process easier because the FOIA program is DIA's program — and we need your help! ➔

"FOIA law ... mandates that all executive branch agencies, including DIA, must respond to requests from the public for government information."

and answer questions. They are also available to provide training about the act's process. An online Joint Intelligence Virtual University class explains the program and how to apply exemptions.

To help us speed up the FOIA process, we are anxiously awaiting the deployment of RedactXpress, a component of the act's electronic processing system. With RedactXpress, any DIA employee listed on JWICS who is tasked to respond to a FOIA request can electronically review and apply redactions directly to the document. This program will speed up our process tremendously and allow us to significantly decrease our backlog.



Military Interns Get HANDS-ON Intelligence Community Experience

By Amy Lozinak Buckley, HC

DIA hosts students from America's service academies around the agency each year.

Each year a select number of cadets and midshipmen from the nation's military academies get the opportunity to spend their summer doing more than lounging on a beach. Some choose to work as summer interns with DIA's Cadet Summer Internship Program (C-SIP).

Sponsored by the Office of Human Resources Military Personnel Division (HCH/HCH-3), this annual program enables military academy cadets and midshipmen to spend their summer working within various DIA directorates, learning about the agency and the intelligence community (IC). C-SIP was established in 1999 to provide Army, Navy, Air Force and Coast Guard students with opportunities to work for Department of Defense (DOD) combat support agencies in analytical positions.

C-SIP familiarizes students with DIA command, training, operations, logistical and administrative functions. It provides first-hand knowledge of how DIA supports DOD and performs its mission. Participants are also exposed to the on-duty and off-duty environments of the active duty and reserve junior officer.

In order to be eligible to participate in the program, cadets and midshipmen must go through a rigorous approval process at their respective academies. Once approved, they're vetted by DIA for final approval and placement. Program Manager Donald "Steve" Workman, HCH-3, considers applicants based on their service academy studies. Students pursuing government operations, political science, international relations, foreign area studies, computer science and related fields are considered. Selectees are given the opportunity to work in positions that are traditionally reserved

for junior officers. During their internship at DIA, cadets and midshipmen work with agency officers, senior and junior enlisted staff, as well as DOD civilian employees and contractors.

This year's participants included students from the Army, Navy and Coast Guard academies. The directorates for Analysis (DI), Intelligence (J2), Information Management and Chief Information Officer (DS), and several other offices sponsored this year's interns. The assigned offices provided them with an overview of their functional area while engaging them in high-level briefing preparation and data analysis. To make the transition to DIA easier, program participants were also assigned a summer mentor from their sponsoring office. Program interns work at DIA for four weeks, with first arrivals in late May and final rotations ending in August.

International relations major Midshipman Andrew Fobes spent time working in the National MASINT Management Office this summer.

"Working at DIA gave me a chance to be removed from the all-military environment of the academy and to put the degree I'm working toward into practice out of the classroom before I actually obtain it," he remarked.

"I had no idea how vast the intelligence community is or how many civilians support the military on a daily basis," explained Midshipman Fleet White, who interned in DIA's Equal Opportunity and Diversity Office (EO). "I had the unique opportunity to work with my sponsor, Maj



LTG Burgess talks with DIA's C-SIP summer interns.

Photo by Amy Lozinak Buckley, HC

Vanessa Lambright, on a number of critical projects, including the set up and implementation of various training classes."

In addition to supporting the warfighter, interns are also given the unique opportunity to have an informal conversation with DIA Director LTG Ronald Burgess Jr. Cadets ask the director questions about the IC and current affairs. They may even get advice on the direction of their own military careers.

"Meeting a senior Army officer was an opportunity of a lifetime," said Army Cadet Shane Smith after meeting with the director. "Because of the setting, I felt like LTG Burgess was able to be candid with us and give great advice on where our military careers might take us."

DIA's C-SIP provides military cadets and midshipmen with valuable hands-on experience in the IC, knowledge that will surely be an asset as they begin their military careers.

"I'm looking forward to a very energetic and motivated group of young Americans coming to DIA during the summer of 2011," said Workman.

For more information about the program and sponsorships for 2011, contact Workman at (202) 231-3098 (DSN: 428-3098) or via JWICS e-mail at donald.workman@dodiis.ic.gov.

WRP Provides Interns Opportunities

By Natalie Veeney Ford and Jennifer M. Hawthorne, EO

DIA's participation in DOD's Workforce Recruitment Program for College Students with Disabilities educates the agency about the advantages of a diverse environment.

The Workforce Recruitment Program for College Students with Disabilities (WRP) is a government-wide summer internship program co-sponsored by the Department of Defense (DOD) and the Department of Labor. The Office of the Undersecretary of Defense for Personnel and Readiness provides salaries and work experience for about 200 students with disabilities within DOD worldwide.

WRP is a free resource that aligns with DIA's Strategic Plan and the agency's efforts to become a model of equal opportunity in the federal workplace by increasing the representation of people with disabilities. WRP allows students to demonstrate how they can boost an organization's productivity and dispel myths, stereotypes and misconceptions about a disability. WRP is an excellent way to potentially hire graduates with disabilities for permanent positions.

"Working at the DIA [Office of the Inspector General] has been a time of furthered learning. I am proud to say that I truly enjoy government work," said WRP student intern Emily Pico. "The WRP has changed my life by showing me not to let my disabilities dictate my success. I could not have done this without the help and support of this wonderful program



Emily Pico and Daniel Boyle, DIA WRP student interns

and from the agencies that choose to support it."

"My internship has been one of the best experiences of my life," added Daniel Boyle, WRP student intern in the Global Operations Division (DAE-2A). "I was immediately given a project in which I had to collaborate with another intern, and I was selected to brief our chief of global operations with our findings and our recommended course of action. I have learned a lot in a very short amount

of time, and because of my internship, I would like to work for DIA full time."

Supervisors, too, have discovered the benefits of hosting a WRP student intern.

"Over the last couple of months, Ms. Pico has proven herself to be a solid performer with a great deal of potential," explained Denise Sprouls, supervisory staff officer for the Office of the Inspector General (IG). "She contributed to some of our most important products, such as the IG annual plan. I look forward to participating in the WRP program again next year and would encourage other organizations to do the same."

"Dan Boyle has been a huge asset and meshed extremely well with the Operational Readiness Team," said Randy Crabtree Jr., chief of DAE-2A. "His project management talents are directly in line with those of more senior employees. His hunger and tenacity are admirable and serve as an inspiration for the branch. Dan's quality performance definitely reflects highly upon the quality of candidates provided by the Workforce Recruitment Program."

To sign up for a WRP intern for the summer of 2011, contact the DIA WRP Manager Natalie Veeney Ford at (202) 231-6317.

Photo by Natalie Veeney Ford, EO



You are invited to tell the Directorate for Mission Services (DA) about your customer experience with the Office for DIA Information and Special Services (DAN) at the DIAC and Pentagon. We want to hear how we are doing with things like:

AV support • Building services • DIAC cafeteria • DAN Customer Service Desk and DAN Information Center • DIA employee store • DIAC custodial services • DIAC fitness facility, shower rooms and lockers • DIAC Graphics and Publishing • DIAC Information Center and Information Desk • Event management • Mailrooms

These DAN services are listed on ICE at <http://ice.disa.mil/index.cfm>. Your survey will be reviewed by senior leadership, so please log on and let us know how we are doing.

GREENING, Sustainability and the IC

By Dr. Daneta Billau, DA

DIA's Greening Council recently interviewed the Office of the Director of National Intelligence's (ODNI's) new lead for the IC Facilities Working Group, Ricci Mulligan, and her predecessor, Jet Sturtz, about past successes, current activities and future plans as they relate to greening and sustainability.

Greening Council: *What is the ODNI Intelligence Community Facilities Working Group (IC FWG)?*

Ms. Mulligan: In late 2006 then-Deputy Director of National Intelligence for Management Pat Kennedy called for a community working group to address growing energy concerns. From this concern the Facilities Working Group stood up as the community hub for all facilities-related issues. Its most important activities have been to define what the issues are across the IC identify the most critical areas for improvement, and put together a plan to make sure that we alleviate or eliminate those critical issues. The FWG is the forum to bring together members of the IC to examine issues such as infrastructure, power, security, seating capacity and shortfalls, force protection and sensitive compartmented information facility needs.

Greening Council: *There seems to be a movement from "greening" toward "sustainability." Where is the IC along this spectrum?*

Ms. Mulligan: Greening is only one aspect of sustainability. The simple definition of sustainability is for us not to use all the natural resources and cause future generations a shortfall. So, we want to plan accordingly, use only what we need and guarantee future resources are there to sustain operations. We are working on how to do that — for example through greening technology. This is a very personal issue to most people, and the facility managers and master planners have such an important role in determining how to achieve sustainability. What is important to note is that the IC is leading the way in government on how to execute master planning and implement sustainability.

Greening Council: *What are the top priorities for greening the IC?*

Mr. Sturtz: From the community perspective, you have to start with the Facility Management Strategy that supports the many mandates from the Office of Management and Budget, Congress and executive orders. The Facility Management Strategy specifically calls out



ODNI's Ricci Mulligan and Jet Sturtz

Photo by Dr. Daneta Billau, DA

sustainability as one of the seven main things we are trying to do across all facilities.

Everyone at the requirements level should include sustainability and green elements in their development and planning. When this starts early, it makes implementation easier across the board. The Facilities Management Strategy calls for master planning of all IC facilities early in the process. If there is a facility out there that has multiple tenants, then we will have one strategic plan for that whole facility to alleviate duplication. This approach helps from a greening perspective, but also a cultural sustainability perspective because the campus starts to look like a campus — the signage is all the same, the drainage ditches are all the same — this builds a cultural campus identity of one.

The next phase is to merge sustainability into all future renovations and buildings. You start with the Leadership in Environmental and Engineering Design (LEED) rating system or other designs, and you incorporate sustainability into the process. LEED is also coming out with some operations and maintenance standards, so integrating that kind of benchmarking and standardization into building maintenance and support will be important. Then there are the sustainability pieces that you replace when and where you can — green roofs, renewable energy, etc.

You have to approach greening and sustainability from all perspectives, just one doesn't work. You have to approach it in terms of long-term planning; the design aspect; the renovation, improvement and minor construction perspective; your maintenance and support angle and balancing that against logistics; and from the disposal perspective of

how to dispose of something responsibly once you are done with it. If you can do all that, not only are there efficiencies, but there are cost savings as well.

Greening Council: *Earlier you mentioned that planning is one of the seven things you are trying to achieve. What are the others?*

Mr. Sturtz: First, we are focusing on long-range planning. Second, we are working to increase investments in consolidated community data centers along with the use of energy efficient information technology (IT), such as Energy Star®, virtualization and innovative chilling processes, that reduce energy consumption in data centers. Third, we are consolidating analytic and office buildings to alleviate seating shortfalls and enhance collaboration. Fourth, we must improve and maintain facility conditions across the board. Fifth, we want to make investments in energy efficient and green building technologies. Sixth, we are promoting enterprise integration in terms of sharing lessons learned and prioritizing across the community, so people develop facilities and infrastructure support systems that help the entire community. The last one goes along with the enterprise integration and that is to advance the community-wide facilities management.

Greening Council: *What can we do at DIA to help you achieve your priorities?*

Mr. Sturtz: DIA is already well along that way. You are participating in community groups like the FWG and the IT working groups, as well being as an executive agent for many of

the consolidation efforts. But every agency can help by conducting master planning and getting ahead of issues by looking at our infrastructure. We need to look at it as an asset. It's something we shouldn't take for granted because it is going to be around for a long time. Treat it as a commodity that needs to be cared for so it is available for the entire life-cycle for which it was designed.

Greening Council: *Is there anything else you would like to add?*

Mr. Sturtz: Greening is another set of requirements, just like force protection or material readiness condition. You have to balance sustainable design with all the other requirements. Sustainable design does not trump the other requirements, nor do the other requirements trump sustainability. So it all goes into the mix and you do what you can with the available dollars.

Facilities and infrastructure writ large need to be approached as a capability. They are not necessarily as glamorous as some of the other IC capabilities, but it is one that needs to be managed, supported and funded in order to maintain those capabilities, capacities and performance levels long-term. Overall we are on the right track.

Hungry for more? Visit the Communiqué online to read additional questions and answers from this interview.

DIA's Greening Council is open to everyone. If you are interested in becoming a more active greening participant, you can learn more by visiting their JWICS greening website at <http://www.dia.ic.gov/homepage/da/green/index.html>.

Bringing Green Minds TOGETHER

By Wendy M. Johnson, DS, and Dr. Daneta Billau, DA

DIA hosted a Greening Conference which brought together 130 intelligence community (IC) and industry leaders to help make the IC a greener place to work.

The conference helped attendees find innovative solutions to the challenges they face in implementing federal guidelines for reducing energy and water consumption.

"DIA is focused on implementing greening across the board, including every aspect of what we do — from facilities and logistics to information technology, contracting and business operations," said Ricci Mulligan, the director of national intelligence's facilities working group lead. "We have learned that widespread collaboration is the key to making great progress toward greening."

Industry partners offered ideas for reducing energy and water consumption by increasing efficiency and using alternative sources. Solutions from renewable energy to fine-tuning existing facilities were addressed, as well as options and techniques for measuring greenhouse gases. The conference's emphasis was on practical solutions that yield the greatest energy and cost savings for a cleaner, greener IC.

"The IC is leading the way in government on how to execute master planning and implement sustainability."

Detachment of the Month

Force Protection Detachment GUATEMALA

By William Micik, DX



Country Highlights

Force Protection Detachment (FPD) — Guatemala lies in the country's capital, Guatemala City. The climate in the Central American nation varies depending on region and elevation, though it is generally hot through most of the year across the country.

Guatemala's rainy season is a long one — generally stretching from May, through the summer months, and well into November. In general, however, travel throughout Guatemala is possible at any time of any season.

The country's northern regions are characterized by a hot, tropical climate, with maximum rainfall experienced between May and September. The coastal regions and the northeast are also regularly hot, with a somewhat dryer stretch from November to April, followed by a rainy season like that seen throughout the rest of Guatemala. Temperatures during this dry season can average 68 degrees. Guatemala's highland



regions, including Guatemala City and famed tourist destination Antigua, have a pleasant climate with less rainfall than the coast and somewhat colder temperatures at night.

The country has experienced its share of recent natural phenomena. In May 2010 the Pacaya volcano

spewed dense, gray ash over much of Guatemala City during a series of forceful eruptions, resulting in a short closure of the capital's international airport runway. The Pacaya volcano is located 18 miles south of Guatemala City, illustrating the ferocity of last spring's eruptions.

Violent crime is a serious concern in the country's more populated areas due to endemic poverty, an abundance of weapons, a legacy of societal violence, and dysfunctional law enforcement and judicial systems.

Detachment Highlights

A day at the office for the personnel of any of the 37 FPDs attached to U.S. Embassies in several potential global hot spots is simply not an average day of desk work. FPD members are constantly assessing potential threats and vulnerabilities in these 37 localities on behalf of in-transit Department of Defense (DOD) personnel, in



a constant, high-stakes bid to guarantee the safety of service members, as well as seagoing vessels, aircraft, facilities and property.

The expertise and sharp focus of the FPD in Guatemala was recently put into full effect when FPD members there presented a force protection threat brief to the crew of a U.S. Navy frigate that was preparing for a refueling stop at a Guatemalan port situated 30 miles from the U.S. Embassy in Guatemala City.

The USS McClusky had just pulled up to the dock when the FPD team arrived for a precisely orchestrated reception for the vessel's short refueling stop. The McClusky would be in port for only about eight hours, limiting any activity ashore for the crew. Still, the FPD team, led by Special Agent-in-Charge Martin Reyes, provided a full-service threat assessment briefing on Guatemala to the captain and staff of the McClusky, assuring all of the chief decision-makers on the ship had a complete picture of the Central American nation's ground situation.

The McClusky's visit was one of 33 port calls supported by FPD Guatemala during the 2010 fiscal year, up slightly from the 27 port calls supported the previous fiscal year. Additionally, the FPD supported 225 U.S. Air Force aircraft landings in the same year, with a total of 11,500 in-transit forces moving through Guatemala during that time period.

Reyes opened the FPD office in Guatemala in early 2007, and since then he and his team have worked tirelessly to keep their ever-changing threat information as up to the minute as possible. They have done so by developing and maintaining a vast network of host government law enforcement and security contacts. In addition, the newly constructed FPD offices in the main embassy building are adjacent to the Regional Security Office (RSO), allowing for regular coordination and ensuring that RSO and FPD protection functions are mutually supportive.

Reyes' appointment to the special agent position has paid measurable dividends for the FPD team, which has become an integral component of the U.S. Embassy operation in Guatemala City. Reyes' situation is unique in that he is a former defense attaché who had extensive experience in and knowledge of South and Central America. Reyes is a retired Army colonel who was previously assigned as a defense/Army attaché and military group commander at the

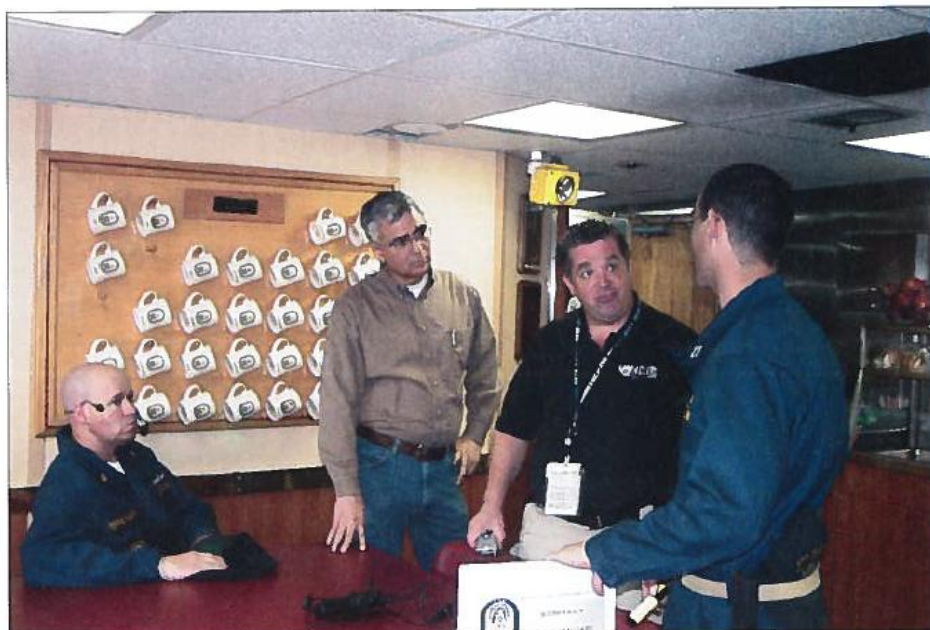
The staff of FPD Guatemala, from left to right: NCIS Special Agent Gregory Norton; office administrator Maria Mercedes Cruz; and Special Agent-in-Charge Martin Reyes.



U.S. Embassies in Paraguay, Ecuador and Honduras. He is the only former defense attaché to be leading an FPD team and has leveraged his considerable diplomatic background to establish a close working relationship with the U.S. military group and the defense attaché office.

Naval Criminal Investigative Service (NCIS) Special Agent Gregory Norton joined the office later in 2007. Norton has more than 20 years of experience in Central and South American venues collectively with military intelligence, the Air Force Office of Special Investigations and NCIS.

The office administrator is local national Maria Mercedes Cruz, who has been with the team since February 2010. She has almost 11 years of service in Embassy Guatemala. While only on the job for less than a year, she has already been awarded the Achievement Medal for Civilian Service from the 470th Military Intelligence Brigade commander and has received awards for her exemplary service. ☛



Special Agent-in-Charge Martin Reyes (left, standing) and NCIS Special Agent Gregory Norton (center, standing) briefed the captain and staff of the USS McClusky during the ship's stop in Guatemala.

Photos courtesy of FPD Guatemala



CENTCOM Focuses on Lessons Learned, Teamwork and Collaboration Through 10 Years of Combat Operations

By Brian D. Nickey, CP

Today CENTCOM marches into its 10th year of combat operations in an area of responsibility (AOR) that covers 20 countries and is critical to the interests of the United States and its allies. In an effort to promote stability and security, CENTCOM faces difficult missions, tough enemies and challenging conditions.

"Considering the seriousness of CENTCOM's mission, I think folks would be surprised to see that the CENTCOM team has such a positive attitude given the huge responsibilities they shoulder," said BG Robert Ashley, CENTCOM's director of intelligence (J2), referring to the work force that's been providing support for two wars for the last decade.

During the last nine years of conflict, CENTCOM has learned many lessons and has evolved to incorporate those lessons into how it does business. Much of their day-to-day focus is on crisis action planning and crisis response. In order to perform at such high levels and provide optimal support to the warfighter, the Intelligence Directorate (CCJ2) focuses on putting the right people in the right place to make the biggest impact.

Headquartered at MacDill Air Force Base in Tampa, Fla., CENTCOM operates in a very demanding work environment with high expectations. The day starts as early as 4 a.m. and can last late into the night. The work force here has an impact, and they know it. They feel relevant, recognized and important and maintain an enthusiastic and committed attitude. "I'm thoroughly impressed by the level of expertise and the degree of professionalism and knowledge of every analyst," said Ashley. "Not only analysts, but folks who provide support to operations down-range whether it's in plans or ops shops, the level of expertise and talent is amazing."

Collaboration and working together have never been more important. "We need great networking to be able to bring a community of interest together or find the people that have that information or have the knowledge to be able to respond and move quickly," said Rod Moore, deputy J2. "As I look at younger people in the work force, they really do understand networking and collaboration."

The intelligence community has a large presence at CENTCOM, to include DIA, the National Security Agency and the National Geospatial-Intelligence Agency. The collaboration amongst the agencies is very close at the headquarters, as well as in Afghanistan and Iraq. DIA also has a robust senior-level engagement and interaction in the AOR. As DIA and CENTCOM continue to work together and attempt to solve problems, "The relationship is significantly improved over the last three to four years," said Dan Daley, Defense Forward Element chief and deputy J2, "A lot of that I attribute to DIA's willingness to put senior leaders into Iraq and Afghanistan to relay the efforts and to understand directly from those joint operating areas what the commander's intelligence requirements are."

DIA has been working closely with CENTCOM over the years to provide intelligence that enables successful military operations. "Every aspect of every capability that DIA has available I think is being utilized extensively at CENTCOM and frequently across the AOR," said Daley.



BG Robert Ashley
J2, CENTCOM



Rod Moore
Deputy J2, CENTCOM



Dan Daley
DFE/Deputy J2, CENTCOM

One of the most significant changes in the way CENTCOM operates began with the start up of the Afghanistan-Pakistan Center of Excellence (AF-PAK COE).

GEN David Petraeus envisioned the capability of the AF-PAK COE even before he arrived at CENTCOM. He identified the need to develop a group of regional experts on Afghanistan, Pakistan and other countries in the region who specialize in a variety of subjects to include religion, politics, ethnic differences, as well as tribal knowledge and differences.

To get things started, the CCJ2 reorganized internally. They reassigned personnel from within the directorate to give it autonomy from the rest of the division.

"The intent of the AF-PAK COE was to try to do some longer-term strategic thinking and some more in-depth thinking on the AF-PAK region, as well as growing some

subject matter experts," said Ashley. "It brought in the right kinds of people that could take not only understanding the near-term complexity, but the long-term challenges and opportunities of both countries, as each is integral to the success and the stability in the CENTCOM AOR."

As the nation continues into its 10th year of combat operations, DIA along with CENTCOM focuses on lessons learned, teamwork and collaboration to provide intelligence that enables successful military operations. ➔

CENTCOM AOR

CENTCOM COE Insights and Understanding Shape, Inform and Influence Decision-Making

By Brian D. Nickey, CP

In a 2009 memo to the secretary of defense, GEN David Petraeus, then-commander of U.S. Central Command (CENTCOM), said we still do not have anywhere near the experience in the intelligence arena as we shift to Afghanistan and Pakistan. Petraeus then directed the CENTCOM J2 to realign resources to establish a world-class think tank that partners with experts in Afghanistan, Pakistan and Central Asia to provide a rich understanding of the region. In mid-2009 the CENTCOM Afghanistan-Pakistan Center of Excellence (COE) was established.

The COE's mission is to provide leadership to coordinate, integrate and focus the command's analysis efforts on Afghanistan, Pakistan and Central Asia, along with responsive, reliable and relevant all-source assessments to decision-makers conducting or supporting operations.

"It's about helping our commanders and policymakers think through

the challenges they face," said Derek Harvey, director of the COE. "Making sure they have the right diplomatic, economic, political and military strategy in place, that they have the resources, organizations and concepts right. And that they understand each of those domains well enough that they can feel comfortable and secure about what it is we're doing."

The center is broken down into six branches: Afghanistan, Pakistan, Central Asia, Human Terrain Analysis, Strategic Integrated Assessments and Counter Insurgency.

Currently the COE has 181 employees working

in a demanding environment with consistent requirements to deploy. The pace of operations and the day starts early and their staff covers the office 22 hours a day. "There's a tremendous personal and professional sense of ownership by the

members of the COE to this mission, and that is inspiring when you see that on a day-to-day basis," said Harvey. "They have a can-do, will-do and want-to-do attitude."

They produce nearly 1,000 products a month including summary intelligence reports, commander's daily updates, analyst notebook charts, J2 intelligence highlights



Derek Harvey
Director, COE

"It's about helping our commanders and policymakers think through the challenges they face."

and special assessments. "The real impact products are the ones that cause commanders or policymakers to shift their thinking about things," said Harvey. In addition, they conduct mission-focused intelligence seminars, workshops and advisory council meetings with recognized community experts to improve the knowledge base. "It's all about providing different ways to think about things. It's a paradigm shift trying to uplift the thinking to providing well-grounded intelligence and solution oriented assessments. It's about what can we do about it, and what you can do about it," he added.

To build rich contextual understanding and knowledge, they partner with academia, think tanks, U.S. and coalition organizations, the intelligence community and international experts. In drawing on these relationships and resources, "We're making sure we appreciate the nuances and context of what is in fact Afghanistan in its multiple dimensions, knowing full well we'll never really be able to fully appreciate the true character, scope and vitality of that society," said Harvey. "But we can provide insights and understanding to shape, inform and influence decision-making at various levels, not just here in CENTCOM, but in the theater and in Washington, D.C."

"How do you prepare our commander to go into a principal's meeting with value added for the president or the chairman [of the Joint Chiefs of Staff]?" he continued. "Not just explaining what's going on, but saying here's something we should consider doing." ☛



UNITED STATES SPECIAL OPERATIONS COMMAND

Keith Lawless is the chief of the U.S. Special Operations Command (SOCOM) J2 Coordination and Integration Office

By the Communiqué Staff, CP



Keith Lawless,
Chief, J2 Coordination
and Integration Office,
SOCOM

COMMUNIQUE: *Can you provide some insight into your daily operations?*

MR. LAWLESS: I am responsible for coordinating the daily operations of the intelligence directorate. My primary charter is to conduct outreach to the service components — Marine Special Operations Command, Army Special Operations Command, Air Force Special Operations Command, Naval

Special Warfare Command and Joint Special Operations Command. I also coordinate with the Theater Special Operations Commands (TSOCs). Each global combatant commander has their own special operations component. For instance, U.S. Central Command (CENTCOM) has Special Operations Command, Central Command, so we deal with them on a regular basis, as well as with the Combined Joint Special Operations Task Forces (CJSOTF). There are several CJSOTFs around the world with the primary emphasis in the CENTCOM theater. I am responsible for many of their requirements that come into SOCOM headquarters. I facilitate and coordinate those requirements across the 600-person directorate.

COMMUNIQUE: *What is something that DIA employees might not know about SOCOM and what they do?*

MR. LAWLESS: What makes SOCOM special is the fact that we have service-like responsibilities. We have the same authorities and responsibilities as the larger service components. At the same time, we are a functional combatant command with a global area of responsibility. Our functional capability is fielding well-trained and highly capable special operators to diverse regions around the world. Our mission includes synchronized strategic planning as it relates to the employment of special operations forces (SOF). So the unique aspect of SOCOM is that we are a functional combatant command with responsibilities to man, train, equip and organize SOF.

"That is the SOF operator of today and tomorrow: someone who can engage the populous but also attack an objective."

COMMUNIQUÉ: *Are you seeing collaboration at the strategic and operational levels?*

MR. LAWLESS: That's a challenge. We straddle the strategic and operational realms on a daily basis. We tend to focus on the strategic nature of SOF, but we are also in close contact with special operations organizations and task forces that are conducting worldwide operations on a daily basis. Collaboration across the spectrum is necessary to ensure our mission is accomplished and deployed SOF are adequately supported.

COMMUNIQUÉ: *What types of interactions happen between DIA and SOCOM?*

MR. LAWLESS:

What I typically observe is SOCOM's interaction with the Directorate for Analysis (DI) and the Defense Counterintelligence and HUMINT Center (DX). Every morning there is an analyst briefing to the director of intelligence (J2), which usually involves SOCOM DIA analysts who collaborate with our around-the-clock Global Mission Support Center, or Watch Center. The watch gleans all the intelligence traffic, takes an aggregate of what has happened and then briefs the J2 to prepare him for a meeting with SOCOM Commander ADM Eric Olson. There are more formal briefings to the commander and the entire staff. That is usually once or twice a week where they go in with a much more detailed presentation. Our components are represented by video teleconference, as are the TSOCs.

COMMUNIQUÉ: *What are some emerging or high-priority programs at SOCOM?*

MR. LAWLESS: We have our own research and acquisition capability, which is unlike any other combatant command. We are always taking common equipment and putting something special

on it that makes it SOF-peculiar. From an intelligence perspective, we are putting together the SOF intelligence enterprise. We currently have an initiative that is pulling together command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) and information technology architectures that are currently stove piped. This way, SOCOM is better tuned in, from an intelligence perspective, to what is going on around the globe.

We have also developed a concept for intelligence support to SOF that seeks to capture lessons learned and best practices during the course of nine years of conflict. We have made mistakes, but have also done a lot of really good things. We are trying to take those best practices and create an overarching guideline based on what we think the operating environment will be during the next decade.

Lastly, we are focusing on the professionalization of the SOF intelligence work force. We're reviewing standards, skill identifiers, incentives and deployments of our civilian and military employees. Currently 15-20 percent of the entire intelligence directorate staff is deployed, and we're attempting to change the overall psychology of the directorate. Many employees have been working here for years and, in many cases, have never left Tampa. You tend to lose your connection to what is going on in various regions around the world when you stay in one location. It's not just Afghanistan, Iraq or Pakistan, but also Indonesia, Colombia and the Philippines. We are trying to slowly develop the mindset that this is a joint operational command.



Photo by Kate S. Worley, CP

The Special Operations Memorial in Tampa, Fla.

COMMUNIQUE: *How is SOCOM handling deployments?*

MR. LAWLESS: We currently have enough folks who want to deploy in support of the war effort. We really need to invest in nurturing the work force to help them understand our deployment needs, which should help us retain and recruit the right people for SOCOM. The war is not going to end anytime soon, and it may end up migrating to other corners of the earth. Currently, we have civilians who are on their second and third deployments, while our military members have been on the operational treadmill for quite a while. Our goal is to expand the operational experience and regional expertise of our entire work force.

COMMUNIQUE: *Can you talk about how SOCOM is engaging with international partners?*

MR. LAWLESS: ADM Olson often speaks about the 3-D warrior, meaning those focused on diplomacy, development and defense. That is the SOF operator of today and tomorrow: someone who can engage the populous but also attack an objective. We must build relationships with foreign partners because that's what SOF has done for 50 years. We help change the mindsets of the indigenous peoples, enhance a nation's elite forces and build deep, lasting ties and relationships with them. ADM Olson believes in the importance of partner nation development and international engagement. We work closely with SOCOM's International Engagement Division to ensure the ISR needs of our partners are achieved. ☉



UNITED STATES EUROPEAN COMMAND

CAPT Lawrence Stein is the director for intelligence at the JIOCEUR Analytic Center (JAC), a component of U.S. European Command (EUCOM) located on Royal Air Force (RAF) Molesworth, England

COMMUNIQUE: *Can you talk a little bit about the mission of the intelligence directorate at the JAC?*

CAPT STEIN: Our mission is to produce all-source fused intelligence in support of U.S., NATO and allied countries during peacetime, crises and war. We have a well-trained, highly-skilled work force that specializes in political studies; European Command (EUCOM) regional issues; imagery exploitation; collection management; and signals, open-source and human intelligence. We strive to leverage all their prior training and work experience to produce top-quality, tailored products to satisfy our customer requirements.



CAPT Lawrence Stein
Director of Intelligence,
JAC

COMMUNIQUE: *How do you think your mission is unique from other combatant commands?*

CAPT STEIN: JIOCEUR has intelligence reporting responsibility for 50 distinct countries — but they're a lot of similarities to the other combatant commands (COCOMs) in terms of how we track and report significant military and geo-political activity. In EUCOM theater security cooperation and furthering partnerships are critical to our continued success. Since the U.S. is not engaged in combat operations in this theater, we devote significant energy spotlighting key issues to position our senior military leaders for success when engaging and interacting with their foreign national counterparts. We are also unique in that from our forward-based location, we play a very critical role in counterterrorism. We work diligently with other national intelligence and law enforcement agencies to share releasable, sensitive information to effectively track threat reporting which could affect the EUCOM theater and U.S. homeland. We want to do everything in our power to give our senior decision-makers as much advance notice as possible to increase

their force-protection posture when credible threat information is known.

Counterterrorism is a major focus area, and we apply a considerable level of analytical effort to cover the entire theater. Protecting deployed forces overseas, as well as monitoring potential threats to the U.S. mainland, is critically important and we take all threats very seriously. However, we have many other missions such as maritime operational intelligence reporting, maintaining an around-the-clock indications and warning watch, and providing intelligence support to military operations. JAC Molesworth is also responsible for monitoring three of Russia's four fleets, and we work closely with U.S. Strategic and Northern Commands monitoring Russian strategic and long-range aviation activity.

COMMUNIQUE: *Can you talk about being the Director of Intelligence for JAC and what it entails?*

CAPT STEIN: I love being the JAC DI, it's a great job! I am responsible for all the analysis and production (A&P) that is generated by the approximately 400 personnel who work here. I make sure that our products are in direct support of the EUCOM



Commander's critical information requirements (CCIRs) and EUCOM's director of intelligence's priorities, that we adhere to a well-established battle rhythm, retain the ability to easily transition to support crisis operations, and that we complete all projects within established deadlines.

COMMUNIQUE: *What's your vision for the intelligence structure for the JAC over the next year?*

CAPT STEIN: I've been here since July 2009, and shortly after becoming comfortable with the operation I briefed my goal to establish JIOCEUR as the pre-eminent Joint Intelligence Operation Center (JIOC) across the Department of Defense. I established some lofty but attainable benchmarks to measure our progress toward achieving that goal. In doing so, my

intent was not to say that all the other JIOCs weren't doing incredible work, but rather to instill a sense of pride and camaraderie in the organization and encourage the team to produce at peak levels. I want to ensure that all of the intelligence professionals understand the importance of our mission, that what they have to say is important, and that in order to satisfy our customer base, we must ensure that everything we produce is timely, relevant and predictive.

Ultimately, I want to build a climate where our nation's best and brightest intelligence professionals want to come work here. By creating an open and honest dialogue where teambuilding and collaboration are encouraged, we can take JIOCEUR to a higher level. Over the last year-and-a-half, we have accomplished a great deal — strengthened mil-to-mil relationships and improved relationships with other COCOMs.

COMMUNIQUE: *Are there any specific success stories you want to talk about?*

CAPT STEIN: They're not my success stories. Our collective success stems from the military, civilian and contractor intelligence professionals at JAC Molesworth — they deserve all the credit because they've done all the work. We've completed comprehensive mission analysis and produced crisis action plans for each of the frozen conflicts in our theater. If and when there are indications that a conflict is starting to thaw, we'll be much better organized to support each contingency. We have identified most likely and most dangerous adversary courses of action, adversary centers of gravity, and specific tripwires that could indicate a situation is about to rapidly deteriorate. We've leveraged



Internal Communications' Morgan Kerwin spoke with JAC's Director of Intelligence CAPT Lawrence Stein.

Photo by SSgt Javier Cruz, EUCOM

great training from the Office of the Director of National Intelligence and from the EUCOM and U.S. Africa Command Regional Joint Intelligence Training Facility at RAF Molesworth to empower our analysts with the latest technology, DIA tradecraft and collaborative tools.

We have also had several of our analysts' products featured in DIA's Defense Intelligence Digest and Executive Highlights, and we have fared very well receiving national and theater intelligence quarterly and annual awards.

COMMUNIQUE: *What kinds of products do you produce?*

CAPT STEIN: JAC Molesworth generates a very extensive product line. Our Production Team within our Operations Directorate produces daily Morning Update Briefs five days a week, Theater Synchronization Briefings twice a week, and regularly supports a number of theater working groups and planning teams within EUCOM higher headquarters and in support of the component commands. At the divisional level, the Geospatial Division produces graph plots, initial photographic interpretation reports, geospatial products, charts and graphics.

Our Counter-Intelligence/Counter-Terrorism Division produces, biographical sketches on known terrorists or people who are involved in illicit activities, nodal analysis charts depicting terror organizations, and briefings and papers on terrorist activities. Over the last few years, we have built a very strong partnership with appropriate international law enforcement activities to share police evidence and other information obtained by coalition partners on the ground in Iraq and Afghanistan with member police forces worldwide. This has helped significantly to identify foreign support to terrorists and insurgents in the conflict zones and led to numerous arrests.

The Warfare Support Division creates numerous products outlining significant threat military activities at multiple classification levels to accommodate our allied partners, maritime operational intelligence graphics, and briefings detailing significant military improvements in capabilities and readiness.

The analysts assigned within our Eurasia Division

produce in-depth political and military assessments, populate databases, respond to ad hoc requests for information, represent EUCOM at numerous regional, national and international conferences.

On any given day, we track numerous taskers that we receive from entities inside and outside of EUCOM's AOR, so it's important to point out that we work very closely with the Joint Staff. Responsiveness is a clear indicator of how well a JIOC is performing as an intelligence organization, and I am very proud of our record of responding to taskers in a timely manner. You earn your reputation based on what you say and what you produce.

COMMUNIQUE: *U.S. Africa Command (AFRICOM) still has a presence on the watch floor here. Do you see this close relationship continuing?*

CAPT STEIN: Absolutely. I speak to my counterparts in AFRICOM routinely. When AFRICOM first stood up, the IKD-M [Intelligence Knowledge Development - Molesworth] — the AFRICOM analytical piece here at Molesworth — was very dependent on the JAC and the intelligence processes and procedures that were already in place. But as they matured, they have been able to stand up independently. For example, they now have their own imagery exploitation workstations. There are still shared mission areas, such as target development and monitoring vessels of interest transiting the Mediterranean Sea. Wherever possible, we look for ways to work together to overcome our limited numbers and improve our responsiveness in the event of an emergency or crisis.

COMMUNIQUE: *Is there anything else you'd like to add?*

CAPT STEIN: I love what I do, and Molesworth is a great place to be. I've been here a little over a year, and, if I'm lucky, I'll be here another year and a half. If someone is looking for a great challenge and enjoys the excitement of monitoring a resurging and modernizing Russian military, tracking Kurdish separatist issues, and Middle East developments, this is the place to come where you actually see the air, surface, subsurface and ground activity unfold. You get to study it, analyze it and better understand it. ☺

ENGAGEMENT Through Education

By Dr. Stephen R. Di Rienzo, NDIC

The National Defense Intelligence College (NDIC) is a unique institution in the intelligence community (IC). Set apart from the various civilian colleges and universities offering intelligence degrees, NDIC is the only accredited degree-granting college in the U.S. that is cleared to work at

the top secret level. For 40 years the college has been adapting its curriculum to confront structural changes in the international system and has the privilege of calling individuals such as Michael Hayden, Mike McConnell, Robert Gates and James Clapper graduates and honorary-

degree recipients. Until now, NDIC has remained physically bound to the Washington, D.C., metropolitan area. However, under the leadership of President Dr. David Ellison, NDIC is facing 21st century challenges by embarking on its first academic center outside the U.S.



UNITED STATES AFRICA COMMAND

Located in the Cambridgeshire countryside of the United Kingdom, and building on its proud history of service to the IC and Department of Defense, the first NDIC international academic center will continue to serve as component of the nation's premier institution for intelligence education and research. Baccalaureate and master's degrees will now be offered to individuals serving at the combatant commands.

By carefully balancing generational requirements with the integrity of its founding, the international campus will continue to stress a culture that provides a relevant, accessible and continuous education that is standardized yet innovative. While maintaining a centralized tie to the core military and intelligence agencies in the United States, the international branch of the college will engage with its unique location. The college will develop partnerships with local expertise from Oxford and Cambridge universities, or Oxbridge, and reach into London's various institutions, think tanks and government offices.

Enhancing the unique opportunities presented to it by an overseas location, the international branch of NDIC will continue to partner with and expand several centers of excellence which contribute to the college's main campus in Washington, D.C. These vital college components include the School of Science & Technology Intelligence and the Center for Strategic Intelligence Research, which manages the college's publications unit, and the Center for International Engagement.

The NDIC international academic center embraces education models that include traditional classroom instruction, web-based technologies and video teleconferencing. Furthermore, both branches of the college will continue to serve as a forward-educational unit and government-internal think tank capable of deploying its expertise wherever necessary to support solutions to the nation's challenges.

NDIC is academically rigorous, intelligence — focused and mission — driven. Look into its educational opportunities via an academic center near you! ☛

Mike Berry is the assistant director for operations support for the Intelligence and Knowledge Development Directorate (IKD) in the Directorate for Intelligence (J2), and DIA Forward Element Chief at U.S. Africa Command (AFRICOM)

By the Communiqué Staff, CP

COMMUNIQUÉ: *What are some of the most effective ways the command is working with African nations?*

MR. BERRY: We're engaged in a lot of activities on the continent, and unique to AFRICOM is the Intelligence Security Cooperation and Engagement Division. Through this, we offer the Military Intelligence Basic Officer Course, which teaches junior African military officers how to be intelligence officers. Students are able to lay the groundwork for a functional and methodical approach to intelligence, which supports their respective militaries. The course has been a real success, and we now offer a course for noncommissioned officers, as well as an advanced course for more senior officers.



Mike Berry,
DFE and Assistant
Director for Operations
Support, IKD, AFRICOM

COMMUNIQUÉ: *Have we just scratched the surface in terms of what we know about Africa?*

MR. BERRY: There's a lot to know about Africa, and the information we need is not found in the traditional intelligence databases. To get a feel for the continent, the cultures and the operating environment, we have socio-cultural research and analysis teams made up of anthropologists, sociologists and ethnologists who spend time on the continent among the populace gathering basic social and cultural background information. This information is then used to set the human environmental stage that planners and operators can consider in tailoring plans and the conduct of operations before they enter a country, decreasing the probability of alienating the population. If you don't understand social customs and the cultural backdrop, you cannot operate effectively in the environment.

It's a fluid, changing situation. What you think you know about Africa today might not apply tomorrow or in a month — certainly not next year or five years from now. You have to have a good knowledge base of the colonial history and understand the impact of regime, humanitarian or environmental changes on the continent. The challenge is finding the knowledge gaps, determining the criticality and how each gap affects the priorities of the command. If it's a high enough priority and the solution to filling the gap resides within one of DIA's core competencies, we can leverage DIA for support. We can also call on our interagency (IA) and intelligence community (IC) partners. The J2 at AFRICOM has fully integrated our IC partners, and the command is blazing new ground on interagency collaboration.

COMMUNIQUÉ: *Can you discuss your background and what made you want to work with AFRICOM?*

AFRICOM AOR

"It's a fluid, changing situation. What you think you know about Africa today might not apply tomorrow or in a month — certainly not next year or five years from now."

MR. BERRY: I have always been interested in Africa; the art just absolutely fascinated me. I started collecting it a long time ago. I have a master's degree in African studies. I spent 30 years in the Army and I got

into the Army's Foreign Area Officer (FAO) program for Africa. It just fascinated me. My first assignment was in-country training in Khartoum, Sudan, and it just went on from there. I haven't been all over Africa; in fact, my first trip to West Africa was just last year. Most of my time has been spent in East Africa and a little in southern Africa. I've spent a lot of time in Kenya, Sudan and Ethiopia.

COMMUNIQUÉ: *Having studied all of this information in college and then into the FAO program, do you feel you have a better understanding of the continent than others?*

MR. BERRY: There are certainly people who have a better feel for the culture in specific countries than others. It's something acquired over time by living there, gaining first-hand knowledge — breathing the dust, drinking the water and feeling the heat. Spending time on the continent embedded in a country allows analysts to study the culture, learn the history and the art, and hear Africans tell their side of the story. ↻



Mike Berry stands in front of his collection of African artifacts.

Photo by Jennifer M. Redding, CP

SITES of DIA

Have you ever walked by something in the building and wondered what it was and where it came from? In celebration of DIA's 50th anniversary, the Communiqué and History Office staff will highlight a few of the many sites of DIA. If you have one to add to our list — whether at the DIAC or elsewhere — contact Margan Kerwin at (202) 231-0814.

As a measure of appreciation to DIA for its work during the Cold War, the German government donated this section of the Berlin Wall to the agency. On display on the DIAC 4th floor, what you see here is one of the many posts that demarcated the boundary of East Germany. Dog strips ran between dual strips of electrified fencing. High guard towers stood along the perimeter, and anti-personnel mines lay just beneath the surface of the inner border. ▽



Iron Curtain Display

25th Anniversary Memorial

In 1984 Secretary of Defense Caspar Weinberger attended the dedication ceremony of the DIAC and presented DIA with a letter from President Ronald Reagan containing the quote, "Let us never forget that good intelligence saves American lives and protects our freedom." Then-DIA Director LTG James Williams promised those words would be permanently displayed at the new building. This monument — dedicated by Weinberger on the occasion of DIA's 25th anniversary in 1986 — fulfilled that promise. Located by the pond outside of the Expansion building, the monument also recognizes DIA's support to the Joint Chiefs of Staff. ▶



Replogle Globe

Director LTG Patrick Hughes donated this globe to the John T. Hughes Library, located on the DIAC 4th floor, in 1999. It had previously adorned DIA directors' offices since 1961. Purchased in 1949, the globe is one of a limited number designed by cartographer Gustav Brueckmann for Chicago's Replogle Globes, Inc. Speculation is that it belonged to Paul Nitze prior to coming to DIA. Nitze was a longtime DOD policymaker, well known for his role in negotiating the Intermediate-Range Nuclear Forces Treaty during the Reagan Administration. ▲



In Transition: DIA in the 1970s

By Jennifer S. Bulman, 50th Anniversary Committee

DIA entered into the 1970s with a damaged morale and increased calls for reform. From 1968 to 1975 the agency experienced drastic budget cuts which ultimately resulted in a 31 percent decline in manpower. To meet these challenges, the agency conducted several reorganizations during the decade that helped it address past problems and meet new responsibilities.

The first structural change occurred under LTG Donald Bennett, with a major streamline of the agency. This reorganization reduced the number of deputy directorates from 19 to eight, including adding two new, important ones: the Deputy Directorate for Estimates (DE) and the Deputy Directorate for Attaché

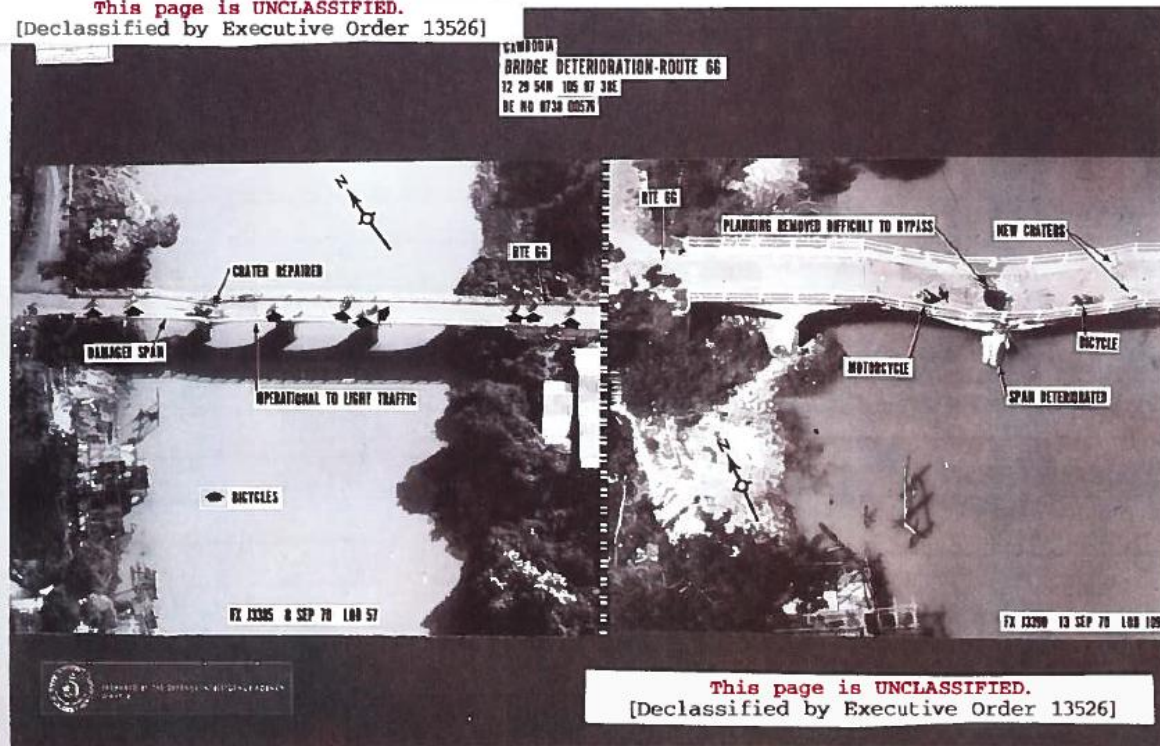
Affairs (AA). In an effort to better support the Joint Chiefs of Staff's intelligence requirements, director LTG Daniel Graham established the J2 Support Office and created the defense intelligence officer (DIO) positions in 1974. The DIOs, coupled with the earlier establishment of DE, gave DIA an influential voice in the drafting of the all-important national intelligence estimates. The agency underwent two more structural overhauls in

1976 and 1979. Overall, these changes enabled DIA to more efficiently satisfy requirements from the secretary of defense and Joint Chiefs of Staff, and they laid the groundwork for improved support to military operations over the course of the next decade.



[DIA personnel in front of "A" Building at Arlington Hall Station.]

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In this rapidly changing environment, DIA continued to provide intelligence support to a variety of global missions. DIA analysts produced critical intelligence

[DIA analysts logged thousands of overtime hours poring over reconnaissance photos, such as this one, in support of President Nixon's efforts in Southeast Asia.]

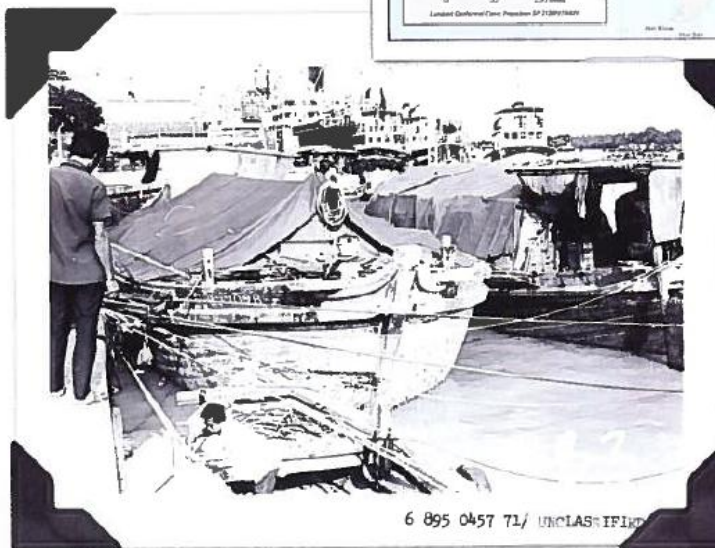
in support of the Son Tay Prison raid in North Vietnam and were responsible for prisoner of war and missing in action reporting. The 1970s also marked the first large-scale deployment of agency personnel, which took place in 1973. Eighty-seven DIA employees deployed to Saigon to staff the Defense Attaché Office's Intelligence Branch. They left Saigon in 1975. The next major agency deployment did not take place until 1990, during Operation Desert Shield.

Throughout the decade the agency was deeply involved in the arms control process by verifying treaties and providing direct support to the Office of the Secretary of Defense and the Joint Staff for the Strategic Arms Limitation Talks. In the latter part of the decade, the agency's primary focus was providing intelligence collection management and analysis in support of the Cold War.



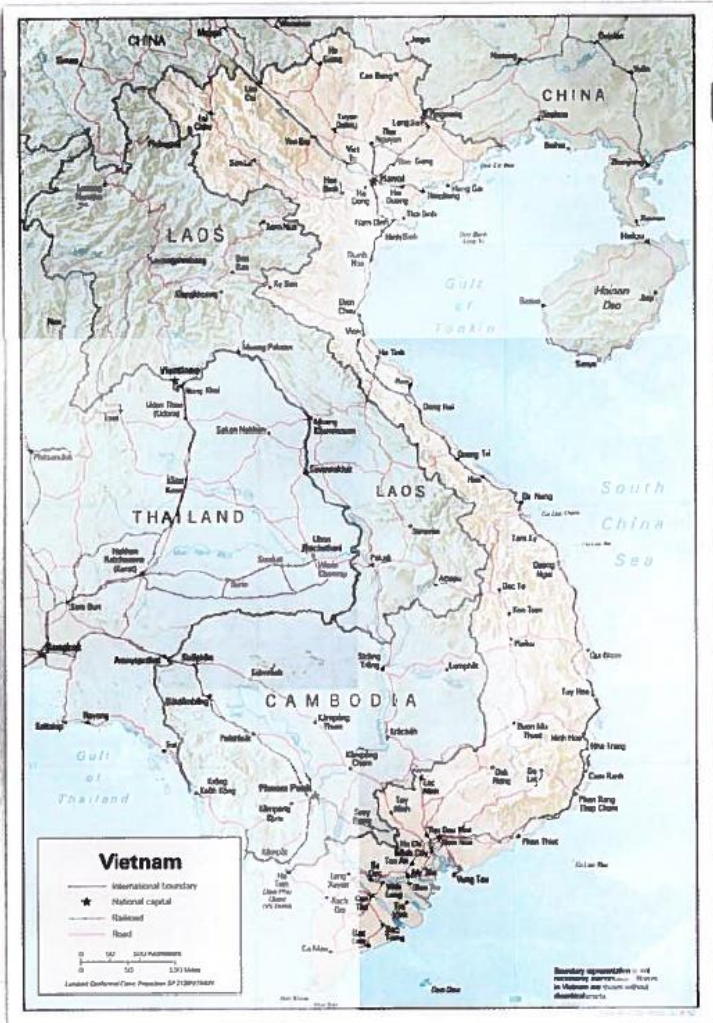
[A "Firebee" reconnaissance remotely piloted vehicle over Southeast Asia. Operating under the code-name BUFFALO HUNTER, these aircraft took some spectacular imagery, including shots of Son Tay.]

Rapid technological advances occurred within the agency. Imagery collected by the U-2, SR-71 and satellite systems significantly impacted DIA's imagery exploitation operations and expanded the agency's ability to support the services for wartime targeting and contingency planning. Although intelligence dissemination was conducted manually, information technology assisted in the intelligence collection process



[The 1970s saw DIA's first major deployment to the field, where agents got firsthand experience supporting the warfighter in Vietnam.]

[Topographical map of Vietnam.]



through the use of large mainframe computers that searched message traffic. At this time the agency was given responsibilities for setting up what would eventually become the Department of Defense Intelligence Information System (DoDIIS).

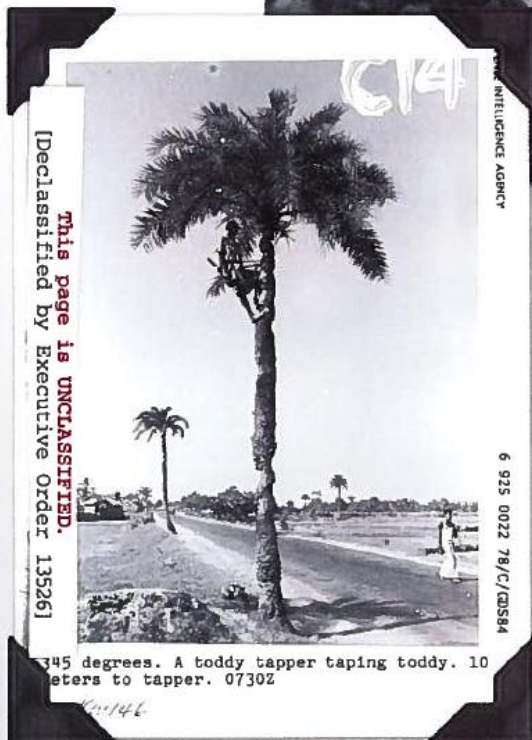
DIA had new roles, missions and improved technology, but now it needed a home. Every DIA director

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[Right: Monsoon season, which destroyed the Cambodian railroad crossing in this photo, also delayed the Son Tay raid by nearly two months.]



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345 degrees. A toddy tapper taping toddy. 10 meters to tapper. 07302

[Above: Not all of DIA's recon images were from above. This photo shows a local tapping for "toddy," a popular wine in Southeast Asia created from the sap of palm trees.]

envisioned a facility that would consolidate agency employees and provide organizational cohesiveness. It became apparent in the late 1970s that the Arlington Hall buildings were no longer a good option for the agency. They were quickly becoming overcrowded, outdated and unsafe. Although the agency had repeatedly petitioned Congress for a new facility, it was Lt Gen Eugene Tighe Jr. who pushed for the completion of a study to determine a permanent location for DIA. The study concluded that Bolling Air Force Base was the ideal location for the new Defense Intelligence Analysis Center (DIAC). Tighe's determined efforts resulted in funding approval for construction of the DIAC in 1981.

DIA had five directors appointed to lead the agency in the 1970s.



LTG Donald Bennett
1969 to 1972



VADM Vincent de Poix
1972 to 1974



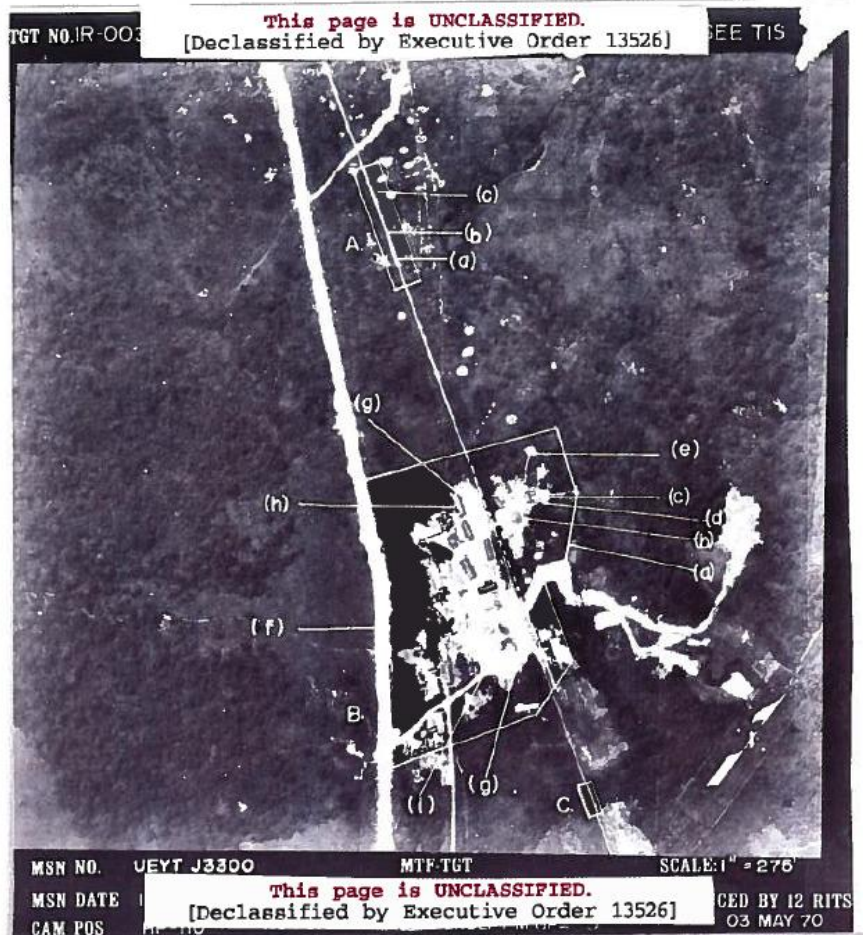
LTC Daniel Graham
1974 to 1975

"In this decade DIA evolved from a fledgling, understaffed agency into a credible, essential and respected partner within the intelligence community."

In addition to transition, the agency experienced its first duty-related deaths as six DIA employees were killed in the service of their country. On June 10, 1970, MAJ Robert Perry, DIA's assistant army attaché to Jordan, was fatally shot by Palestinians in Amman, and April 4, 1975, Celeste Brown, Vivienne Clark, Dorothy Curtiss, Joan Prey and Doris Watkins, all civilian defense attaché office employees, were killed in a C-5A aircraft crash during Operation Babylift, the evacuation of South Vietnamese orphans to the United States.

The 1970s were undeniably a time of transition. The agency overcame numerous challenges with resource reductions, expanded roles and missions, duty-related deaths and the emergence of terrorism. In this decade DIA evolved from a fledgling, understaffed agency into a credible, essential and respected partner within the intelligence community.

Editor's note: This article is part of an ongoing series as part of DIA's 50th anniversary. Read about the origins of the agency in the 1960s in the October Year in the Life publication, and look out for the Feb./March 2011 Communiqué for DIA in the 1980s.



[Technological advances in the 1970s, such as the more sophisticated aviation and satellite systems used to capture this imagery, made a huge impact on DIA's support to wartime targeting.]



LTC Samuel
Wilson
1976 to 1977



Lt Gen Eugene
Tighe Jr.
1977 to 1981

The Communiqué staff interviewed two of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Margan Kerwin at (202) 231-0814.

Steven D. FAGER

How long have you been with DIA, and where have you worked within the agency?

I started my career with DIA Oct. 7, 2001, as the chief of the Policy and Programs Branch (SYS-4A) of the Information Assurance Division, managing the development and maintenance of policies, procedures and guidelines. Eventually SYS-4 transitioned to DS/IA as a group under the Directorate for Information Management and Chief Information Officer (DS). In 2005 I became the deputy chief information assurance officer, a demanding job, but rewarding. I continued this job until my retirement.

What are your fondest memories with the agency?

I believe it's the people I have worked with, both internally and externally. DIA has some of the best people working very important tasks with limited resources, and they always come through. I have established some long-term relationships I will keep far into the future. I have been involved with many projects that required working on weekends, and not one team member ever complained — they were just dedicated to getting the work done and in a professional manner. These team efforts are the things you remember.

What lessons did you learn throughout your career that you would pass on to others?

You should always remember that your work is important. If you do your job to the best of your ability, someone will eventually recognize

your efforts. Also, do not burn bridges, because one day you will eventually need that bridge. Take time out to advance your skills — DIA offers lots of opportunities that you need to take advantage of, no matter how busy you are.

What would you consider to be your greatest contribution to DIA?

I was at the forefront of the DoDIIS Trusted Workstation implementation under Mike Pflueger, which changed the entire infrastructure of DIA. I have been instrumental in keeping DIA in line with director of national intelligence (DNI) and Department of Defense information assurance policies. I volunteered as a team leader and briefer for the DNI's Certification and Accreditation revitalization effort, which led to major changes in the community's processes, and I was recognized by then-DNI Chief Information Officer Dale Meyerrose for my efforts. I have worked with many bright people to ensure that state-of-the-art solutions are identified and deployed across the DoDIIS enterprise to facilitate the secure exchange and sharing of all-source intelligence information — a daunting task to say the least. I would like to think I have been a mentor to many people within this community on information assurance policies, implementation and guidance.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The advent of the DoDIIS Regional Service Center (RSC) construct. The RSCs provide a single point of contact to customers for information



Steven D. Fager

Photo by Margan C. Kerwin, CI

technology-related issues — a one-stop shop for information technology support. These centers facilitate the restoration of normal operational service, as well as event monitoring, proactive maintenance and enforcement of security through a robust information assurance program. The other thing I believe has impacted DIA is the hiring of bright, young talent into the work force.

Do you have any final words of wisdom you would like to share before you part from DIA?

Work hard, but have fun at it, and learn all you can about DIA so you can better support the agency. Thanks to all for making my career at DIA most enjoyable and a real learning experience. ➔

Marlene E. WEAVER

How long have you been with DIA, and where have you worked within the agency?

I began working for DIA at the National Media Exploitation Center (NMEC) in June 2004. I have never been in the military, but have been working for the military throughout my career with Naval Research and Development (23 years) and Air Force Reserves Command (nine years). When I started here, NMEC was a newly established center and was composed of a small group of about 35 people. I was one of only 10 civilians in the group consisting of several contracted linguists and information technology personnel in a commercial building outside the Beltway. The growth during that six-year period is astounding, and personnel supporting NMEC now number more than 600.

What are your fondest memories with the agency?

My fondest memories are the people, especially the NMEC team. Many of the original team members have moved on now, but the current team is as energetic and enthusiastic. So many NMEC employees work tirelessly for mission success. It is a pleasure and honor to have been part of that for the past six years.

What lessons did you learn throughout your career that you would pass on to others?

As I look around DIA I see many young employees who are progressing rapidly. College graduates coming into the work force as GG-11s and GG-12s are being promoted within a few years. There is such wonderful opportunity here — 38 years ago it was quite different. I started with the Department of Defense (DOD) directly after graduation from high school at the age of 17 as a GS-2! I achieved undergraduate and graduate degrees attending school at nights and on weekends while also raising my family — online schools didn't exist then. I progressed from a GS-2 to a GS-11 within 10 years and was very proud of that accomplishment. In doing this I learned every aspect of appropriation

law and governmental accounting procedures from the bottom up. During this growth period I had a wonderful mentor who took me under her wing and showed me the way, sharing her vast knowledge with me. She had faith in me and greatly influenced my career. She is now about 88 years old, and I still remember her fondly.

In summary I would suggest to young professionals to take the time to find a great mentor and realize that the next promotion isn't always the best career move. If you find something you love, stick to it — become the expert and eventually become a mentor to share your knowledge and experience with others. DIA promotes changing jobs and moving about the agency often to grow and learn, but sometimes continuity has benefits, too. There wasn't a day that went by during my time with NMEC that I didn't learn something new in some capacity.

What would you consider to be your greatest contribution to DIA?

I think my greatest contribution has been my prior experience from other agencies in the financial and resource management area. NMEC was growing rapidly, and I grew with it as the footprint increased each year. Financial and contractual control and monitoring was critical through those growth years. I was so interested in being part of the changes within NMEC that I had little desire to move about within the agency. I think my continuity helped the financial and contract management within NMEC to allow for the smooth execution of new programs.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The introduction of new financial and contracting systems, the Defense Civilian Intelligence Personnel System, and the myriad of high-level managerial changes throughout the agency all had influential impacts, both positively and negatively. Originally NMEC was organizationally structured within the Directorate for Human Intelligence (DH), then for a year we



Marlene E. Weaver

were positioned under the Office of the Chief of Staff (CS) as a special office, and now we are realigned to the Directorate for Technical Collection (DT). Sometimes it was difficult to keep morale high during all the changes, but I am very proud of my Enterprise Management team at NMEC and the challenges they faced and conquered.

Do you have any final words of wisdom you would like to share before you part from DIA?

For me, happiness is family and friendships, a positive attitude, and enjoying what you do each day. My most cherished accomplishment is the success of my two grown sons and their families. As DIA continues to conquer battles across the nations, I pray that my twin three-year-old grandchildren can grow and prosper freely in our wonderful country. I have enjoyed every day of my six years at DIA and will absolutely miss the challenges of each end-of-year closeout. As I retire from DOD/DIA and move to my new house at Lake Monticello near Charlottesville, Va., I hope to see some of you in the future as I begin my next career — whatever that may be! ♡

I spy with my little eye something ... criminal.

DIA's Laura Anderson and John Richter portray the infamous Bonnie and Clyde in a 1930 Plymouth. The two got into character for charity at DIA's Classic and Custom Car, Truck and Motorcycle Show fundraiser Oct. 13 at the DIAC. The event raised more than \$700 for the Combined Federal Campaign. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the Jan. 10, 2011, InterComm.



Photo by Steve B. Gershman, AE

on the HORIZON

events for JANUARY and FEBRUARY 2011

JANUARY

Jan. 1 New Year's Day

Jan. 3-7 DIA
Deployment
Qualification Course

Jan. 6 DI Research
Director and
DIA Historians

Distinguished Speaker Series,
Dr. Mark Lowenthal, 10 a.m.
Tighe Auditorium

Jan. 10 Tomorrow's Intelligence
Professionals Class 1106
Graduation

Jan. 10-14 DIA Deployment
Qualification Course

Jan. 11 Supervisor Roundtable,
10 a.m. — noon, Tighe
Auditorium

Jan. 12 Greening Council
Meeting, 1 p.m., DIAC S-271

Jan. 17 Martin Luther King
Jr. Day

Jan. 24
Tomorrow's
Intelligence
Professionals
Class 1107 Graduation

Jan. 24-28 DIA Deployment
Qualification Course

Jan. 24-28 Today's Intelligence
Leaders Course

Jan. 26 NEXSYS Workgroup
meeting, 1 p.m. — 5 p.m.,
NMEC 4th floor conference
room



FEBRUARY

Black History Month

Feb. 2 Groundhog Day

Feb. 7-11 Collection
Management
Conference, DIAC

Feb. 9 Greening
Council Meeting, 1 p.m., DIAC
N-250

Feb. 14 Valentine's Day

Feb. 17 Analyst and
Collector's Town Hall
with Robert Cardillo, 10
a.m., Tighe Auditorium

Feb. 21 Washington's Birthday



For further information or updates concerning these events, please refer to the Internal Communications Web site.

CIO TIPS

Your monthly DS communications source for:

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JWICS - http://www.dia.ic.gov/admin/ds/communications/cio_tips/cio_tips.html

SIPR - <http://www.dia.smil.mil/admin/ds/index.htm>

Have suggestions or ideas?
Send an e-mail to CIO-TIPS on JWICS or SIPRNet



